

COMPARATIVE EVALUATION FACTORS  
FOR NFAC PROFESSIONAL EMPLOYEES

THROUGH GRADE GS-13

INSTRUCTIONS: Below are listed factors of performance, skills, personal traits, and potential. Employees are to be evaluated for performance and potential in comparison with others at the same grade level. The rater should evaluate a factor with a score from 1 to 9 points and record the point value on the rating worksheet after the factor. Each descriptive sentence has an assigned value in ascending order. Odd numbered ratings of 1, 3, 5, 7, and 9 are also encouraged where the evaluation varies from the descriptive sentence.

A. PERFORMANCE (Evaluate All Factors)

1. PRODUCTIVITY: The degree to which the individual's work satisfies component standards as to accuracy, completeness, and timeliness with minimum supervision and within the constraints of assets and information.
  - 2 Has some difficulty meeting component standards in a timely fashion.
  - 4 Usually meets component standards within deadlines.
  - 6 Consistently completes assignments accurately and professionally within the allotted time.
  - 8 Completes assignments with unusual perception in advance of deadlines, and looks for additional tasks.
2. JUDGMENT: The degree to which the individual makes sound recommendations and effective decisions, including whether or not an issue is deserving of attention at a higher management level.
  - 2 Prefers to defer to the judgment of others.
  - 4 Recognizes issues and makes good recommendations.
  - 6 Usually makes decisions that are sound.
  - 8 Can be completely relied upon to exercise sound judgment.

3. EXPERIENCE/ADAPTABILITY: The degree to which the individual has demonstrated an ability to adjust to new situations or tasks.

2 Prefers familiar tasks that follow a regular pattern; has difficulty adjusting to new situations.

4 Has performed several different assignments successfully; adjusts to new requirements.

6 Welcomes new tasks; takes difficult and changing situations in stride.

8 Highly adaptable; ready and able to give a superior performance in a wide variety of assignments.

4. CREATIVITY/INNOVATION: The degree to which the individual develops original or innovative alternatives and practical solutions to problems, concepts, and hypotheses.

2 Usually depends on others for ideas.

4 Makes occasional suggestions for new approaches in work.

6 Often suggests and/or employs new approaches and innovative techniques to old and new problems.

8 Imaginative, resourceful, and exceptionally able to blend old and new; an effective idea person with followthrough.

5. INITIATIVE: The readiness with which an individual organizes, devises, and undertakes action.

2 Relies on others to take action.

4 Accepts responsibility within well-defined limits.

6 Receptive to added responsibility and has the confidence and capability to handle it well.

8 Seeks additional responsibility and displays an outstanding ability to followthrough.

B. SKILLS : (Evaluate the individual on any four of eight factors. Select those factors which are most pertinent to the individual's assignment. Cross out on the Ranking Worksheet those factors not being rated. The evaluation will be invalid if more than four factors are used.)

1. WRITING: The effectiveness of the individual in organizing ideas and expressing them clearly and succinctly in written form.
  - 2 Written work usually requires substantial revision.
  - 4 Writing is understandable and acceptably organized.
  - 6 Writes clearly and effectively. Composition and style are well suited to the objective.
  - 8 Writing is excellent; notable for style, clarity, conciseness, and good organization.
2. ORAL SELF-EXPRESSION: The effectiveness of the individual in conveying and exchanging ideas orally.
  - 2 Has difficulty expressing thoughts in an organized, lucid manner.
  - 4 Oral communication is acceptable in most situations.
  - 6 Speaks well; expresses ideas clearly; sticks to the point.
  - 8 Articulate and persuasive; participates actively in expressing ideas.
3. ANALYTICAL/PROBLEM SOLVING ABILITY: The capability of the individual to identify and understand relationships between a variety of phenomena and draw logical conclusions about implications.
  - 2 Tends to accept events or statements at face value with little or no analysis.
  - 4 Generally identifies facts, understands underlying events and ideas and interprets them with reasonable accuracy.
  - 6 Successfully examines the essential elements of problem situations, grasps complex relationships, and reaches valid conclusions.
  - 8 Exceptionally effective in identifying elements of a problem, evaluating their interrelationships and significance, and drawing insightful conclusions.

4. INFORMATION HANDLING: The capability of the individual to organize and develop/maintain systems for processing, disseminating, storing, and retrieving information.
  - 2 Has difficulty in following procedures; requires considerable assistance in organizing and handling information.
  - 4 Knowledgeable of standard techniques and is able to apply this knowledge to information storage and retrieval problems.
  - 6 Well informed; able to recognize essential problems and grasp interrelationships; takes effective action on a variety of complex information storage and retrieval problems.
  - 8 Exceptionally effective and knowledgeable; demonstrates an outstanding ability in information handling activities and at devising imaginative approaches.
5. VISUAL/GRAFIC: The effectiveness of the individual in conceptualizing and presenting information in graphic or visual form.
  - 2 Requires assistance to design or execute an effective presentation.
  - 4 Understands and uses standard visual and graphic techniques in an effective manner.
  - 6 Grasps complex ideas and projects them accurately in visual or graphic form.
  - 8 Is gifted and innovative in the use of visual or graphic presentation; able to portray subtle and complex ideas in dramatic fashion.
6. ADMINISTRATIVE: Effectiveness of the individual in carrying out administrative functions, such as budgeting, training, personnel, and logistics.
  - 2 Has some difficulty in following standard procedures and/or in identifying applicable regulations.
  - 4 Competently identifies applicable regulations and implements standard procedures.
  - 6 Recognizes emerging administrative issues and difficulties and moves effectively to take remedial action before major problems develop.
  - 8 Unusually adept at early identification of potential problems and at devising imaginative approaches that head off incipient administrative problems while adhering fully to regulations and policy guidelines.

7. EXPERTISE: The degree to which the individual has developed specialized knowledge, skills, and contacts that would be difficult to replace. (This factor emphasizes qualities such as knowledge of specialized equipment, techniques, areas, programs, or languages.)

2 Requires assistance in identifying suitable procedures, techniques, or approaches.

4 Is conversant with standard techniques and procedures to the degree compatible with experience and training.

6 Is usually well informed; has a detailed grasp of his/her specialty.

8 Has a unique depth and breadth of knowledge and/or skills that would be extremely difficult to replace.

8. SUPERVISORY SKILLS: The effectiveness of the individual in scheduling and controlling the work of others, in training and developing others, or directing an activity or task to its completion. This also includes supervisory responsibility stemming from inter-Agency working groups or contractual arrangements.

2 A weak supervisor; ineffective in recognizing and handling inadequate performance.

4 Supervises repetitive operations fairly well.

6 Skillful in most aspects of directing, training, and developing others.

8 Plans and organizes work to meet all contingencies. Takes strong and positive steps to develop subordinates.

C. PERSONAL TRAITS (Evaluate Both Factors)

1. INTERPERSONAL RELATIONSHIPS: The effectiveness of the individual in relating to people and working successfully with subordinates, peers, supervisors, and managers.

2 Exhibits little interest in working with others or is often ineffective in relationships.

4 Works well with others.

6 Sensitive to the concerns of others; relates well - stimulates rapport.

8 Exceptionally effective in personal relations at all levels.

2. LEADERSHIP: The degree to which an individual inspires or motivates others in successful achievement of tasks or activities--without any necessary regard to supervisory relationships.

2 Has shown limited capability or desire to motivate others.  
4 Exhibits leadership skills in some circumstances.  
6 Consistently a strong motivating force.  
8 A highly effective leader.

D. POTENTIAL (Evaluate Both Factors)

1. GROWTH POTENTIAL: The capacity for development, growth, and advancement.

2 Is at or near full potential.  
4 Probably has the capacity for substantial further growth.  
6 Clearly capable of performing well beyond the current level.  
8 Has an outstanding capacity for growth and development in assignments of great responsibility.

2. VERSATILITY: The applicability of the individual's knowledge, talent, and skills to a variety of NFAC, Agency, and Community assignments at a higher level.

2 Abilities seem to have limited applicability outside current field of specialization.  
4 Versatile enough to be effective in several possible fields.  
6 Likely to prove very effective in many varied assignments.  
8 An outstanding range of talents and skills promises superior performance in many potential assignments.

## RANKING WORKSHEET FOR GRADES

THROUGH GS-13

**GRADE:**

DATE PREPARED:

## PERFORMANCE

## SKILLS

## PERSONAL TRAITS

POTENTIAL TOTAL POINTS

NAME		TOTAL POINTS	
PRODUCTIVITY	JUDGMENT	EXPER/ADAPTABL	CREATE/INNOVAT
PRODUCITIVITY	JUDGMENT	EXPER/ADAPTABL	CREATE/INNOVAT
PRODUCITIVITY	PRODUCITIVITY	INTUITATIVE	INTUITATIVE
WRITING	WRITING	SUBTOTAL	SUBTOTAL
ORAL SELF-EXP	ANALTY ABILITY	INFO HANDLING	VISUAL/GRAPHIC
ORAL SELF-EXP	ANALTY ABILITY	INFO HANDLING	ADMINISTRATIVE
WRITING	WRITING	SUBTOTAL	SUBTOTAL
ANALTY ABILITY	ANALTY ABILITY	INFO HANDLING	EXPERTISE
ANALTY ABILITY	ANALTY ABILITY	INFO HANDLING	SUPERVIS SKILLS
ANALTY ABILITY	ANALTY ABILITY	INFO HANDLING	LEADERSHIP
INTERPERS REL	INTERPERS REL	SUBTOTAL	SUBTOTAL
SUPERVIS SKILLS	EXPERTISE	EXPERTISE	VERSATILITY
LEADERSHIP	INTERPERS REL	INTERPERS REL	GROWTH POTENT
VERSATILITY	VERSATILITY	SUBTOTAL	SUBTOTAL
GROWTH POTENT	GROWTH POTENT	SUBTOTAL	SUBTOTAL
PERSONAL TRAITS	PERSONAL TRAITS	SUBTOTAL	SUBTOTAL
POTENTIAL	POTENTIAL	SUBTOTAL	SUBTOTAL
TOTAL POINTS	TOTAL POINTS	SUBTOTAL	SUBTOTAL

COMPARATIVE EVALUATION FACTORS  
FOR NFAC PROFESSIONAL EMPLOYEES

IN GRADES GS-14 THROUGH GS-15

INSTRUCTIONS: Below are listed 15 factors of performance, skills, personal traits, and potential. Employees are to be evaluated for performance and potential in comparison with others at the same grade level. The rater should evaluate each factor with a score from 1 to 9 points and record the point value on the ranking worksheet after each factor. Each descriptive sentence has an assigned value in ascending order. Odd numbered ratings of 1, 3, 5, 7, and 9 are also encouraged where the evaluation varies from the descriptive sentence.

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B. SKILLS

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  - 8 Exceptionally effective in identifying elements of a problem, evaluating their interrelationships and significance, and drawing insightful conclusions.

4. EXPERTISE: The degree to which the individual has developed specialized knowledge, skills, and contacts that would be difficult to replace. (This factor emphasizes qualities such as knowledge of specialized equipment, techniques, areas, programs, or languages.)

- 2 Requires assistance in identifying suitable procedures, techniques, or approaches.
- 4 Is conversant with standard techniques and procedures to the degree compatible with experience and training.
- 6 Is unusually well informed; has a detailed grasp of his/her specialty.
- 8 Has a unique depth and breadth of knowledge and/or skills that would be extremely difficult to replace.

5. SUPERVISORY SKILLS: The effectiveness of the individual in scheduling and controlling the work of others, in training and developing others, or directing an activity or task to its completion. This also includes supervisory responsibility stemming from inter-Agency working groups or contractual arrangements.

- 2 A weak supervisor; ineffective in recognizing and handling inadequate performance.
- 4 Supervises repetitive operations fairly well.
- 6 Skillful in most aspects of directing, training, and developing others.
- 8 Plans and organizes work to meet all contingencies. Takes strong and positive steps to develop subordinates.

C. PERSONAL TRAITS

1. INTERPERSONAL RELATIONSHIPS: The effectiveness of the individual in relating to people and working successfully with subordinates, peers, supervisors, and managers.

- 2 Exhibits little interest in working with others or is often ineffective in relationships.
- 4 Works well with others.
- 6 Sensitive to the concerns of others; relates well - stimulates rapport.
- 8 Exceptionally effective in personal relations at all levels.

2. LEADERSHIP: The degree to which an individual inspires or motivates others in successful achievement of tasks or activities--without any necessary regard to supervisory relationships.

2 Has shown limited capability or desire to motivate others.  
4 Exhibits leadership skills in some circumstances.  
6 Consistently a strong motivating force.  
8 A highly effective leader.

D. POTENTIAL

1. ANALYTICAL POTENTIAL: The capacity for development, growth, and advancement in analytical assignments.

2 Is at or near full potential.  
4 Probably has the capacity for substantial further growth.  
6 Clearly capable of performing well beyond the current level.  
8 Has an outstanding capacity for growth and development in senior analytical assignments of great responsibility.

2. MANAGEMENT POTENTIAL: The capacity for development, growth, and advancement in managerial positions.

2 Has no potential for further advancement in or to managerial assignments.  
4 Appears suited to assume managerial positions at a higher level.  
6 Clearly capable of assuming managerial responsibility at a higher level.  
8 Outstanding managerial talent.

3. VERSATILITY: The applicability of the individual's knowledge, talent, and skills to a variety of NFAC, Agency, and Community assignments at a higher level.

2 Abilities seem to have limited applicability outside current field of specialization.

4 Versatile enough to be effective in several possible fields.

6 Likely to prove very effective in many varied assignments.

8 An outstanding range of talents and skills promises superior performance in many potential assignments.

## RANKING WORKSHEET FOR GRADES

GS-14 THROUGH GS-15

GRADE: \_\_\_\_\_

DATE PREPARED:

PERFORMANCE

## SKILLS

## PERSONAL TRAITS

ORTON

NAME		TOTAL POINTS	
PERFORMANCE	SKILLS	PERSONAL TRAITS	
		POTENTIAL	TOTAL
PRODUCTIVITY	JUDGMENT		
EXPERIENCE/ADAPTABILITY	CREATE/INNOVAT		
INITIATIVE	INITIATIVE		
WRITING	ORAL SELF-EXP		
ANALYT ABILITY	ANALYT ABILITY		
EXPERTISE	EXPERTISE		
SUPERVIS SKILLS	SUPERVIS SKILLS		
INTERPERS REL	LEADERSHIP		
PERSONAL TRAITS	PERSONAL TRAITS		
ANALYTICAL POTENTIAL	MANAGEMENT POTENTIAL		
VERSATILITY	VERSATILITY		
SUBTOTAL	SUBTOTAL		

NFAC NOTICE  
No. 20-27

NFAC N 20-27  
9 August 1978

NFAC PROMOTION CRITERIA

The National Foreign Assessment Center promotion policy will accord with Agency personnel objectives and HR 20-21.

The primary criterion for promotion of NFAC employees will be their ranking as determined by the NFAC Comparative Evaluation Factor System used to evaluate performance, qualifications, potential and value to the Agency (see NFAC Notice 20-26). Additional considerations affecting promotion are:

- Availability of a suitable position at the appropriate grade level.
- Time in grade. Although there is no minimum time in grade, it is a factor to be considered in preparing promotion rankings.

The primary constraint on promotion is available headroom.

STATINTL

[REDACTED]  
Associate Director-Management  
National Foreign Assessment Center

Distribution "B" (All Employees)

NFAC NOTICE  
No. 20-28

NFAC N 20-28  
9 August 1978

CAREER MANAGEMENT PROGRAM FOR  
SENIOR SECRETARIES

1. This Notice, effective 1 October 1978, establishes a Senior Secretarial Panel for the career management, development, comparative evaluation, ranking, promotion, and assignment of secretarial personnel in grades GS-08 and above within NFAC.

2. The Senior Secretarial Panel will consist of five members from the NFAC Career Service and a Panel secretary. Each NFAC component will nominate one candidate to serve as a member of the Panel. Candidates should be members of the NFAC Career Service and at least two grades higher than the employees whom they will be considering, i.e. GS-13. From this group of component nominees, the Chairman of the NFAC Career Service Board will appoint five Panel members. The senior member of the Panel will be designated as chairman. At least two Panel members will be rotated each year and no member may serve more than two years. This rotation policy will assure that each NFAC component will have representation on the Panel. The composition of the Panel will be published in an NFAC notice.

3. The Chairman, NFAC Career Service Board, will also select three senior secretaries within NFAC to serve as members of the Panel for a one-year term. These senior secretaries will not participate in Panel meetings at which employees at their grade or above are being evaluated, ranked or considered for vacancies.

4. The Panel is to ensure that career management procedures for senior secretaries are established in compliance with DDCI memorandum, dated 13 April 1978, (Subject: Establishment of Career Service Panels for the Career Management of Secretarial and Clerical Personnel). Specifically, the responsibilities of the Panel are as follows:

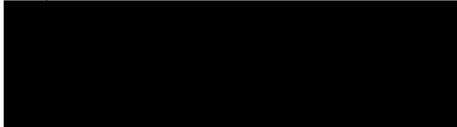
a. Establish the uniform criteria to be used for the evaluation, at least annually, of senior secretaries, GS-08 and above, in accordance with Agency regulations and the procedures contained in the NFAC Personnel Handbook.

- b. Make recommendations for the promotion of senior secretaries.
- c. Make recommendations as appropriate with regard to career management actions such as proper utilization, reassignment, training, and adverse actions.
- d. Review and rank applicants for secretarial vacancies, GS-08 and above; nominate the three "best" qualified candidates to the supervisor for his/her selection. Candidates must be at the grade of the vacancy or no more than one grade below the vacancy. All senior secretary vacancies will be subject to the vacancy notice system.
- e. Develop a program to ensure that senior secretaries have the opportunity to be counseled by the component Career Development Officer, Personnel Officer, and/or a Panel member.

5. All decisions by the Senior Secretarial Panel will be reviewed and approved by the Chairman of the NFAC Career Service Board.

6. The contents of this notice will be incorporated in the NFAC Personnel Handbook.

STATINTL



Associate Director-Management  
National Foreign Assessment Center

Distribution "B" (All Employees)

NFAC NOTICE  
No. 20-29

NFAC N 20-29  
9 August 1978

CAREER DEVELOPMENT PROGRAM FOR CLERICAL PERSONNEL

1. This Notice, effective 1 October 1978, establishes a career development program for clerical personnel\* at all grade levels, except senior secretaries GS-08 and above. Separate policy guidance regarding the career management of senior secretaries is contained in NFAC Notice 20-28. This program is designed to aid the career progression of clerical employees by ensuring that those with potential for advancement are appropriately identified.

2. Clerical Subpanel. Each NFAC office-level Career Panel shall establish a subpanel consisting of at least three members. The chairman of the subpanel should be a voting member of the component's career panel and the other members representative of the component's clerical employees. The subpanel will be responsive to the head of the component Career Panel on all matters dealing with the career development of the component's clerical personnel. The subpanel is intended to be a forum for the discussion of career development matters of particular interest to clerical personnel, including such topics as training, working environment, assignments, and opportunities for career progression. The minutes of the subpanel will be submitted to and approved by the head of the Career Panel.

3. Counseling. Component Career Development Officers and/or Personnel Officers or other appropriate managers will meet at least annually with each clerical employee in that component, on an individual basis, to discuss job satisfaction and career aspirations, and to ensure that the employee is being given the opportunity to take appropriate training.

4. Vacancy Notices. Vacancy notices will be issued for all full-time and part-time clerical vacancies, GS-06 and above.

5. Comparative Evaluation. Component career panels will rank annually and review semiannually, with the exception of senior secretaries GS-08 and above, all clerical personnel, GS-07 and above, for promotion

\*Includes technical employees GS-06 and below.

and potential. At the discretion of the head of the component career panel separate rankings of clerical personnel may be made according to different categories of clerical duties. Criteria contained in the NFAC Personnel Handbook will be utilized for these evaluations.

6. The information regarding this career development program will be incorporated in the NFAC Personnel Handbook.

STATINTL

[REDACTED]  
Associate Director-Management  
National Foreign Assessment Center

Distribution "B" (All Employees)

NFAC NOTICE  
No. 20-30

NFAC N 20-30  
9 August 1978

NFAC PERFORMANCE REVIEW PANEL

STATINTL

1. Agency and NFAC policy requires the comparative ranking of all professionals and technical employees at grades GS-07 through GS-15 (see NFAC Notice 20-25). In addition, [REDACTED] requires that we identify employees whose performance and potential are low in comparison with other employees. NFAC is also required to develop a list of employees who rank in the bottom three percent of those ranked. Effective 1 October 1978 these rankings will be done annually by grade groupings, according to the attached schedule. In order to ensure that the employee is adequately protected in this process, an NFAC Performance Review Panel is hereby established.

2. Each component career service panel will rank annually all professional and technical employees GS-07 through GS-15 within its career subgroup who have been in the Agency at least one year, excluding personnel in the AOP during their year of training and the first year following their conversion to professional status. The NFAC Performance Review Panel will review the record of the lowest ranked employees of all of the component rankings and develop a three-percent list from the lowest ranked. Further, the panel will identify for the Career Service Board those employees whose performance is deficient by NFAC standards.

STATINTL

3. Under the provision of [REDACTED], employees appearing on the NFAC three-percent list will be notified of the low ranking, the reason for it, the availability of counseling to assist any effort to improve ranking, and the consequence of low ranking in a consecutive year. Upon notification of low ranking in a second consecutive year, the administrative action may include additional counseling, reassignment, downgrading or separation.

STATINTL

4. [REDACTED] is appointed Chairman of the NFAC Performance Review Panel to serve a two-year term. The following are appointed as members for one year:

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[REDACTED] Executive Secretary

[REDACTED]  
Associate Director-Management  
National Foreign Assessment Center

Attachment

Distribution "B" (All Employees)

ATTACHMENT

SCHEDULE FOR RANKING LOW THREE PERCENT

<u>GRADE</u>	<u>DATE</u>
GS-15	August
GS-14	October
GS-13	December
GS-12	January
GS-11	February
GS-10	March
GS-09	March
GS-08	June
GS-07	June

NFAC NOTICE  
No. 20-33

NFAC N 20-33  
25 August 1978

Announcement of Assignment to Key Position  
Office of Geographic and Cartographic Research

STATINTL

Effective 7 August 1978, [REDACTED] is designated  
Deputy Director, Office of Geographic and Cartographic Research.

STATINTL

[REDACTED]  
Sayre Stevens  
Deputy Director  
National Foreign Assessment Center

Distribution "A" (1-6)

NFAC NOTICE  
No. 20-34

NFAC N 20-34  
1 September 1978

NFAC Uniform Promotion System--Ranking and Evaluation Schedule

Attached for the information of all employees is the schedule which will be utilized by all career service panels within NFAC for ranking professional, technical, and clerical employees GS-07 through GS-15 who have been in the employ of the Agency for one year.

The attached schedule also establishes new fitness report due dates and uniform promotion dates for all employees GS-06 through GS-15 on a semi-annual basis.

STATINTL

  
Associate Director-Management  
National Foreign Assessment Center

Attachment

Distribution "B" (All Employees)